

A S S I S T A N T   S E C R E T A R Y   O F   T H E   A I R   F O R C E



I N D I V I D U A L   M O B I L I Z A T I O N   A U G M E N T E E

BIANNUAL REPORT  
FY 99 & 00

A grayscale photograph of Air Force personnel working on a jet engine. In the foreground, a man in a flight suit and helmet is working on the engine. In the background, several other personnel are visible, including a man in a flight suit and helmet, and a man in a flight suit and helmet. The image is used as a background for the text.

## **Air Force Vision**

Air Force people building the world's most respected air and space force – global power and reach for America

## **Air Force Mission**

To Defend the United States through control and exploitation of air and space

Capt Gray Lewis





## **SAF/AQ Vision**

An innovative team of professionals leading the Air Force in partnership with industry and the other services to rapidly equip America's warfighters with effective and affordable combat systems

## **SAF/AQ Mission**

Provide the leadership, direction, policy and resources to acquire superior systems, supplies and services to accomplish the Air Force mission





Capt Gray Lewis



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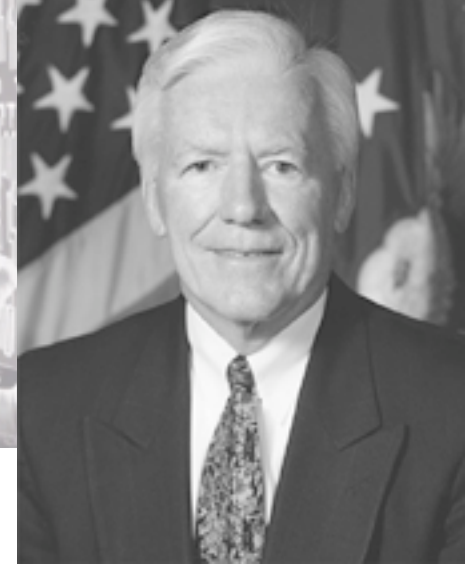
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# Dr. Lawrence J. Delaney

## Assistant Secretary of the Air Force for Acquisition



We have all heard Gen Ryan say it. Whether you're out on the flightline or sitting in an executive staff meeting, you can't tell the Reservists from the active duty officers and enlisted members. They are true-blue, well-trained and professional. I can't do my job without my Reservists.

This is the era of the Total Force. Especially in SAF/AQ. Today, Reservists are seamlessly integrated into our corporate organization. The report that follows demonstrates that beyond all doubt. I have Reserve support in every phase of the acquisition cycle, in every facet of our business. Reservists play key roles in our major "next generation" programs like the F-22 and the Space Based Infrared System—SBIRS; in our frontline modernization efforts like the F-16 and the C-130 programs; and in our own "contingency operations" like acquisition reform and strategic planning initiatives.

AQ Reservists bring with them an extraordinary mix of leadership, expertise, and smart business practices. Together, we are building an acquisition system that is continually infusing "best practices"

to improve the way we do business and interact with our customers. Together, we are fielding the combat capability that this nation needs and deserves: an airpower capability that is unmatched around the globe.







# Mr. Blaise Durante

## Deputy Assistant Secretary of the Air Force for Management Policy & Program Integration



As the primary “active duty” supervisor for the Reserve program in SAF/AQ, I have seen firsthand its timely growth and the increased reliance we place on our Reserve support team. Just three short years ago, this was a program with less than 30 Reservists. Today that number is over 150, to include operators, engineers, scientists, program managers, and career acquisition professionals.

We have built a reputation as “the best” Reserve program around. Reservists and active duty members are operating seamlessly. Trust is at an all time high. For the Reservists, participation rates, accomplishment, increased responsibility and promotions are all soaring. We now attract Reservists and Guardsmen from across the country to perform their duty with us.

Today, Reserve duty days are well planned, expectations from the active duty side are high, and our Reservists are delivering. Reservists are working a lot of days in AQ, and they work long days, like their active duty counterparts. They read email at night. They telecommute nights and

weekends. As this report testifies, they are contributing “big time.”

This is now the model program for IMAs. If you want to see it work, we’ll be proud to show you!







# Brig Gen Sandy Schlitt

## Mobilization Assistant



SAF/AQ continues to be the hub for dynamic expansion of the Reserve role in the acquisition community. The active duty demand for AQ Reservists—for their expertise and experience—has been remarkable. And we are meeting the challenge. Ours is an organization that is growing dynamically, not just in numbers, but in impact, effectiveness and productivity.

We're using Reserve manpower in a Cost of Delay Analysis across all AF weapon system programs including the F-22, the Joint Strike Fighter, and the AIM-9X missile. We're using Reserve manpower to support modernization planning for the Expeditionary Air Force, and in the "Force Structure Modernization" initiative prior to the upcoming Quadrennial Defense Review. We're using Reserve manpower to staff a new mission area directorate in Total Cost of Ownership for Air Force weapons systems; to bring cross-over civilian skills in areas such as information technologies, modeling and simulation, and space launch; to support Air Force initiatives for outsourcing and privatization.... The list is long.

This demand for direct Reserve support in a dynamic acquisition process has truly served to sharpen our focus. And, as our acquisition systems and responsibilities change and grow, we must train and grow with them.









# FY99 Executive Summary

In 1999, two quick comparisons serve to tell the AQ story very well. Our organization includes “only” 69 funded Reserve IMA positions. But 151 Reservists served in AQ this past year. Those 69 Reservists are expected to serve 1,680 days training and supporting the active duty mission. But Reservists in AQ served over 12,400 days training and supporting the Air Force this year. Our program attracts high quality Reservists from across the nation and they come here, to Washington DC, to perform their duty.

During the past year, the Air Force Reserve Command enacted a new motto for itself: Above and Beyond. We think the AQ Reserve staff deserves to have its picture on the recruiting poster for “Above and Beyond.”

Any IMA “worth his or her salt” will tell you that productivity as a Reservist isn’t really based on how many days a person spends in uniform. Those are nice numbers in the paragraph above and they frame the issue nicely. But what really counts is the impact Reservists make on the day-to-day mission of the organization. And what is

really measured over time is how that organization focuses on its role in the national military strategy. This biannual report is specifically designed, under a framework of Air Force mission, visions and goals, to provide the story about how AQ Reservists contribute across the board, throughout the eight Mission Area Directorates in our organization. Key achievements are listed in each section. But a short summary demonstrates the power behind these Reserve contributions.

SAF/AQX is the star performer when it comes to fully utilizing Reservists. AQX Reservists represent almost six man-years worth of effort annually, plugged in to both leadership and support roles. Lt Col Henry Dorton, Jr. serves at the top of the budget review team and personally identified in excess of \$30M for realignment to pay high priority Air Force operational bills. Capt Chris Szwed transitioned initial spares procurement into the acquisition community from IL—a \$184M task.

In AQI, Reservists stood up the Institute for Information Technology Application (IITA). And Maj Christina Duffy runs the \$350 million program that





modernizes Air Force air traffic control equipment and upgrades radar approach control facilities around the globe.

In AQC, Reservists led the charge toward commercial contracting procedures and state-of-the-art tracking and reporting systems. We initiated review processes that bring acquisition reform tools, metrics, and customer satisfaction criteria to the forefront, where senior leaders get the real picture. As part of the effort, Col Harry Pape traveled to Bosnia and implemented a web-based contracting system to allow U.S. forces there to buy off the local economy.

In AQS, Reservists worked to justify the value of Army and Navy tests and space experiments to the Air Force program saving over \$65 million in program costs that would otherwise have been

required. Maj Tom King single-handedly spearheaded an effort within SAF/AQ to put Reservists in the Space Launch Squadrons by the 2001–2003 timeframe. That effort saves big dollars but also preserves government safety oversight in a space environment that is continually moving toward a commercial environment.

In AQQ, Lt Col Brent Phillips programmed \$259.9M into the C-130J program to buy initial spares, support equipment and training for Reserve units at Keesler AFB.

In AQR, Col George Coyle led the SAF/AQ effort to create four Advanced Concept Technology Demonstrations (ACTDs). He's giving the Air Force a first look at extraordinary next-generation technologies.





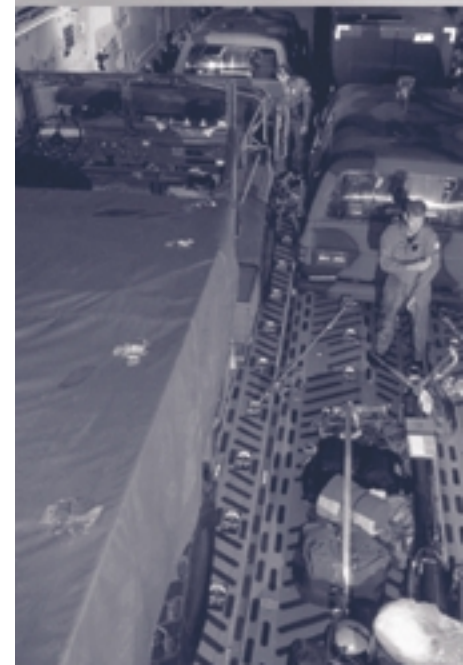


In AQP, Lt Col Brent Inman serves as the Deputy Division Chief—one of our highest achievements because it signifies Reservists performing the active duty mission at a supervisory level. And Lt Col Mike Bergman manages the advanced munitions programs for the Joint Standoff Weapon (JSOW), Sensor-Fuzed Weapon, and Wind-Corrected Munitions Dispenser.

All told, this report documents a Reserve contribution to the Air Force acquisition community that proudly supports high-priority, mission-level operations at a level of participation well above the standard. As you will see, that impact is then measured in combat capability for the warfighter, in an influx of commercial experience, processes and technology to the acquisition community, and in big savings for both the Air Force and U.S. taxpayers.

The Principal Deputy Assistant Secretary for Acquisition is Lieutenant General Stephen Plummer. The AQ Reserve cadre operates under the auspices of Mr. Blaise Durante, the Deputy Assistant Secretary of the Air Force for Management Policy & Program Integration. Brigadier General Sandy Schlitt serves as the Mobilization Assistant to General Plummer.

Lt Col Joseph Webster is the Assistant for Reserve Program Integration and serves both as the Reserve advisor to AQ and as the program manager for AQ Reservists. Joe replaced Colonel Thomas Phalen who retired in 1998 after seven years in the job. Tom made dramatic strides for the AQ Reserve program and his name is synonymous with our success. (This biannual report is dedicated to Tom Phalen!) Two remarkable senior NCOs, MSgt Teri Lee and MSgt Traci Bailey





are responsible for the day-to-day operations of our Reserve program. They do the hard work that keeps us all in the fight.

This report is, if nothing else, a “hats off” in recognition of the service IMAs perform in SAF/AQ. IMAs manage their full, demanding civilian careers and still find time for their professional military service. They spend weekends and vacation time performing duty. Their contributions, oftentimes based on their civilian experience, are crucial to the current Total Air Force.

Anyone who has performed military duty as an IMA knows the old adage that the “I” in “IMA” means just that: individual. “You’re on your own.” Better take care of yourself. This adage means that you have to be responsible for your own career, your records, your performance—all good things. It also means on occasion that IMAs find themselves in a systemic “no man’s land” between their active duty supervisors and a Reserve personnel system.

Fortunately, numerous actions are in place to improve management of the IMA program.

To clarify and simplify the relationship between active duty supervisors and the Reserve world of personnel actions, the FY 1997 Department of Defense Appropriations Act designated the Air Force Reserve Command as overall owner of the IMA program. Currently, we “operate” for the active duty but we “belong” to the Air Force Reserve Command and the program is managed through the Air Reserve Personnel Center in Denver, CO.

In SAF/AQ, we conduct daily operations under the auspices of a “quasi-unit” concept. The individual IMAs get centralized administrative

support for orders, awards and decs, evaluation reports and career progression. The Reserve program provides a senior IMA at each directorate level, and a central program manager’s office to directly manage and support IMAs. The goal is a more productive IMA and less administrative burden on the active duty.

Figure 1 (below) reflects our informal “unit” structure for SAF/AQ. The Reserve management model is generated out of AQX and uses an O-6 senior Reservist in each of the functional and mission area directorates to provide a dynamic interface between the Reserve program and our active duty supervisors.

## Participation Stats

RPA and MPA tours represent the large majority of that effort including;

- 63 percent of all officer days performed, and
- 98 percent of all enlisted days performed

The large investment in special tours is represented in the pie chart on page 23 by 3-letter organization.





# AQ's "Informal" Reserve Unit

**MA to AQ**  
Brig Gen Sandy Schlitt  
**MA to AQX**  
Col Fred Castle  
(2 General Officer positions)

**Deputy Assistant Secretary**  
Mr. Blaise Durante

**Reserve Program Integration**  
Lt Col Joe Webster

**AQI-Information Dominance**  
Col Karl Zauner

**AQP Global Power**  
Col Rick Gibbs

**AQQ Global Reach**  
Col Ben Sour

**AQS-Space & Nuclear Deterrence**  
Col Mike Dudzik

**AQC Contracting**  
Col Bill Lawrence

**AQL Special Programs**  
Lt Col Bill Stevener

**AQR-Science Technology & Eng**  
Col George Coyle

**AQX-Mgt Policy & Program Int**  
Col M.A. Seibel









# SAF/AQ Goals & Objectives

Goals are established to move toward achieving the vision. SAF/AQ's leadership has identified the following goals, setting our course for the future. The goals are further defined by specific objectives that can and will be measured. We will review our progress in meeting these objectives throughout the year.

## Our People

### Goal 1: Invest in Our People for the Future

We support our people. We will continually and aggressively strive to improve communication, training programs, and activities which will foster esprit de corps.

#### Objectives:

- Keep our people informed and solicit candid feedback
- Commit to train, develop, and manage our people to maintain a professional team

- Improve the spirit of teamwork in SAF/AQ
- Strengthen emphasis on career development
- Enhance the quality of life for our people and their families

## Internal Processes

### Goal 2: Optimize SAF/AQ Internal Processes

We constantly work to improve our productivity. Increased productivity will allow us to meet our customers' needs more efficiently while at the same time lead the reengineering of the acquisition process to deliver weapon systems better, faster, and cheaper.

#### Objectives:

- Conduct reengineering of internal SAF/AQ processes
- Implement an integrated acquisition information system



- Clarify the working relationships between the Mission Area Directors, the Program Executive Officers, the Designated Acquisition Commanders and the HQ USAF

## Acquisition System Effectiveness

### Goal 3: Improve Acquisition System Effectiveness

As the policy maker for Air Force acquisition, SAF/AQ directly impacts the methods used to acquire DOD weapon systems. We must strive to improve Air Force acquisition to deliver weapons better, faster and cheaper.

#### Objectives:

- Aggressively streamline the acquisition process to improve responsiveness
- Improve acquisition planning to ensure program success
- Ensure maximum use and dissemination of best practices to improve process efficiency
- Provide technology options to the warfighters to improve combat capability and reduce the cost of ownership

## External Relationships

### Goal 4: Build and Improve External Relationships

To be a credible and effective participant in the process to procure weapon systems that meet mission needs, SAF/AQ must build and maintain solid relationships with the MAJCOMs, OSD, Congress and industry. We must work diligently to provide innovative solutions to user challenges to meet mission needs as affordably and rapidly as possible.

#### Objectives:

- Improve our working relationship with the warfighter to be more effective team players in meeting their goals
- Establish more effective functional relationships with HQ USAF
- Improve overall working relationships with OSD and Congress to ensure credibility and improve our products
- Establish more effective and functional relationship with HQ AFMC to resolve ambiguities between SAF/AQ and HQ AFMC regarding acquisition oversight





# Program Manager's Report

The SAF/AQ IMA program grew over 30 percent in FY99 for the fifth consecutive year. Our program continues to grow as active duty demand grows, to meet changing internal processes and new missions. New mission areas have become standard for our Reservists. In FY99, for the first time, Reservists were training and performing the mission for Rapid Response Processing for Combat Mission Needs, for Cost of Delay analyses across AF modernization programs, for Earned Value Management, Strategic Planning and AQ Mission Essential Tasklists.... The full list is a long one. We are integrated into AQ's workforce and challenged daily to utilize both our "blue-suit" experience and our civilian skills.

Reservists in AQ are also supporting the Reserve Command in new professional development courses for acquisition certification (IMAs worldwide), in management of the C-5 Avionics Modernization Program, in the C-130J buy for spares and support equipment, in modernization of all AF air traffic control facilities around the globe....

We served to support the Scientific Advisory Board, and performed special duties related to the Quadrennial Defense Review, to the emerging EAF concept, to the Y2K initiative throughout the Air Force, and to other special tasks that involve AQ but whose implications are above and beyond AQ itself.

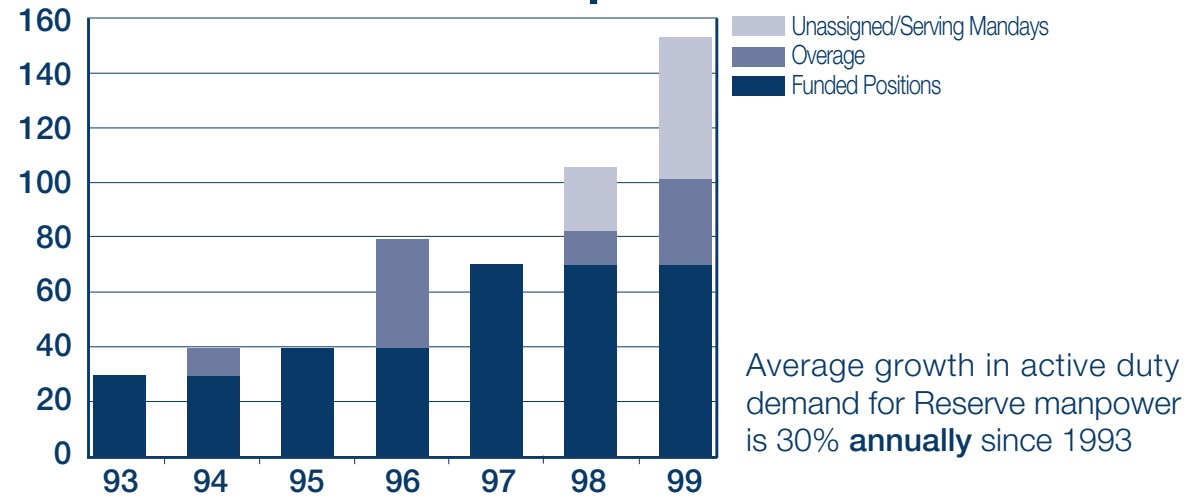
The figure below demonstrates this enormous demand for AQ Reservists.

<b>Category B members</b>	<b>91</b>
<b>Category E Reservists</b>	<b>7</b>
<b>Short term AGRs</b>	<b>2</b>
<b>Other IMA' s detailed to AQ</b>	<b>51</b>
<b>Total AFRC/ANG for FY99</b>	<b>151</b>

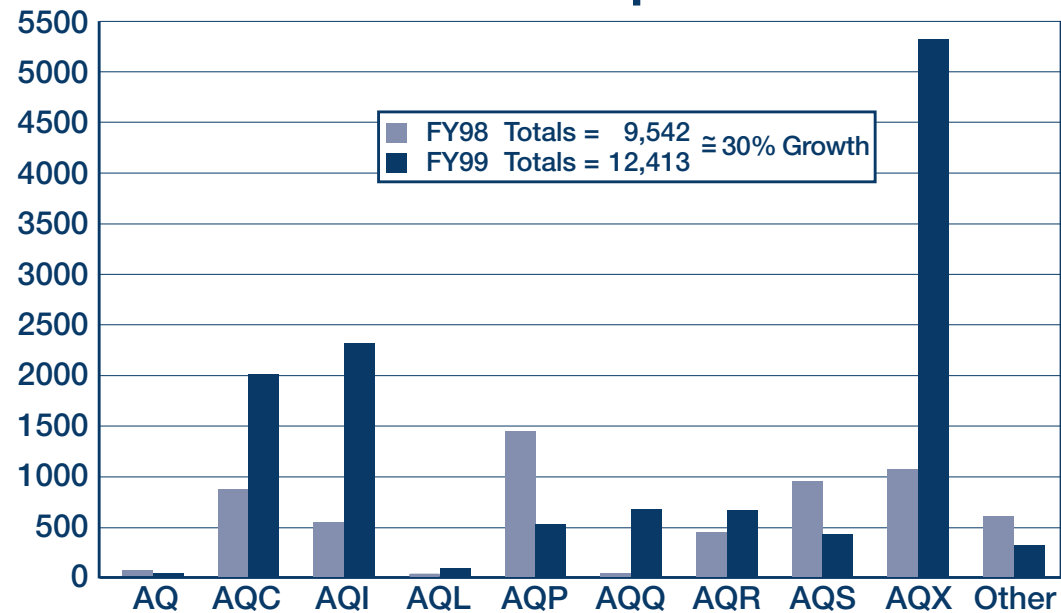
These Reservists performed 12,413 mandays representing a total contribution of over 34 manyears of effort.



## AQ Reserve Manpower 93-99



## AQ Reserve Participation 98 vs 99





# AQI Information Dominance



## Mission

Plans and programs 68 Air Force, joint service and international programs with a budget of \$28B. Provides SECAF direction for combat C ISR systems, subsystems and architectures throughout the acquisition cycle. Articulates requirements/program status for reconnaissance and surveillance aircraft, C<sup>2</sup> ground station, C<sup>4</sup>I infrastructure and communications, and information operations programs to Air Staff, OSD and Congress.

### Number of Reservists and Mandays Utilized

Sixteen (16) Reservists supported SAF/AQI in FY99 using 1,828 mandays and performing 494 days of training support under IDTs and annual tours.

## Primary Accomplishments by AQI IMAs

### Col Karl Zauner, Senior IMA

- Resolved security issues involving the processing, monitoring and updating of Reserve security clearances at both the collateral and special access levels

### Lt Col Mark Brinson

- M&S PEM and Primary AQ point of contact to develop and implement the AF Modeling and Simulation (M&S) strategy and acquisition oversight

### Lt Col Beryl Brodsky

- Program Element Monitor (PEM) for Combat Identification. Managed the budget and addressed program issues associated with the Air-to-Air, Air-to-Surface and Identification Friend or Foe (IFF) systems
- Air Force representative to the Joint Combat Identification Office. Integrated issues of the



Advanced Concept Technology Demonstration (ACTD) on Link 16 and Combat Identification to ensure future operational needs are met for critical joint operational communications and force identification

### **Lt Col Ann Dunlap**

- Functional Manager for the Acquisition Professional Development Program Certification process. She processes all Level III and other related requests (those commands that do not have local functional managers)

### **Lt Col Jeff Kroese**

- Principal investigator in Air Force Defensive Counter-Information and Information Assurance project involving the review of approximately 700 acquisition policies relating to information protection, vulnerability assessment, and risk management to facilitate incorporation of Information Warfare threat provisions into program management documentation

### **Maj Christina Duffy**

- PEM responsible for \$350 million program to modernize Air Force Air Traffic Control (ATC) equipment and upgrades DoD ATC radar approach control facilities to ensure compatibility with the National Airspace System (NAS)
- Formulates and defends the Air Force budget requirements for the NAS modernization program to Air Staff, DoD, and Congressional officials
- Serves as the DoD representative to FAAs Surveillance Working Group

- Looks at long-range radar issues for Air Traffic Control and air defense to determine future architecture requirements
- Responsible for orchestrating two Quarterly Program Acquisition Reviews (QAPRs) involving 36 programs in the Command, Control, Intelligence, Surveillance, and Reconnaissance arena

### **Maj John Garstka**

- Prepared policy paper on the Air Force role in implementing Information Superiority in support of the Information Processing Interagency Conference — advocate and architect for Network Centric Warfare

### **Maj Steve Genn**

- Organized the first ever NATO ACCS Joint Multinational Conference which resulted in unified support from SACLAN, NATO member nations, and Partners for Peace nations for the NATO ACCS program

### **Maj Mark Klang**

- Program Element Monitor (PEM) for the Theater Airborne Reconnaissance System (TARS) program

### **Capt Larry Walker**

- Supported the standup of the Institute for Information Technology Application (IITA) at the Air Force Academy, the promotion of interdisciplinary research, and dialogue in information technology applications
- Supported the IITA Director, General McCarthy with the logistics, budgetary, and policy issues associated with IITA's efforts in software



engineering, information warfare and technology, communication systems, legal issues of the Information Age, and information-enabled management concepts

### **Maj Annette Totten, Maj Chris Wheatley and Capt Pedro Suarez**

- Examined and accessed potential uses of UAVs over the full range of combat missions, including intelligence, surveillance, reconnaissance and communication functions
- Evaluated efforts associated with the operation of the Predator medium-range surveillance UAV in addition to the Dark Star and Global Hawk UAV applications

### **Highlights 1 JAN 00 – 30 SEP 00**

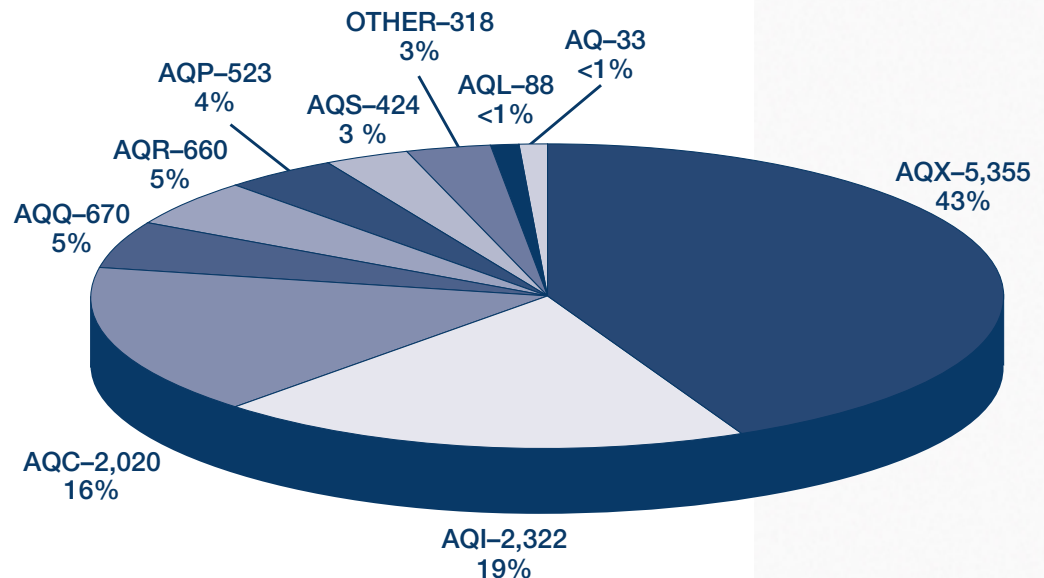
#### **Lt Col Christina Duffy**

- 1999 SAF/AQ Reserve Officer of the Year
- SAF/AQ single focal point for air traffic control issues
- Prepared Procurement and Research and Development documentation that describes, to OSD and Congress, the Air Force ATC programs
- Prepared numerous briefings to OSD and Congressional Staffers on ATC modernization programs
- Led the effort to revamp the Mobile Approach Control System program; resolved cost, schedule, performance issues required to accelerate program, obtained Air National Guard and Air Combat Command buy-in, briefed Congressional Staffers on plan and achieved concurrence.

- Authored the Global Air Traffic Management and ATCALS Program Management Directives
- Orchestrated two Quarterly Program Acquisition Reviews (QAPRs) involving 36 programs in the Command, Control, Intelligence, Surveillance, and Reconnaissance arena
- Served as assistant to the Chairman of the NATO Air Force Armaments Group (NAFAG) AIR Group V Chairman for Avionics and Landing Systems issues.
- Project officer on the proof of concept for the Cost of Delay Analysis effort, component of the larger Acquisition Cycle Time Reduction task adopted by Air Force and OSD



## **SAF/AQ Reserve Participation FY99** (12,423 days = 34 manyears)



**In AQ IMAs provide 18% of the total end strength**





# AQP Global Power

## Mission

Directs, plans, and programs 130 Air Force, joint service and international programs with a \$7.5B annual budget. Directs combat systems, subsystems and architectures through development and production. Articulates requirements and program status of fighters, bombers, propulsion, tactical weapons, electronic combat, chemical/biological and missile defense programs to the Air Staff, OSD, and Congress.

### Number of Reservists and Mandays Utilized

Eleven (11) Reservists supported SAF/AQP in FY99 using 263 mandays and performing 260 days of training support under IDTs and annual tours.

## Primary Accomplishments by AQP IMAs

During the year AQP was augmented by Reservists in many key areas where force

reductions, curtailment of TDY expenditures, and overseas deployments of rated personnel could have had an adverse impact.

### Col Richard Gibbs, Senior IMA

- Represented AQPF at Edwards AFB and monitored F-22 flight tests to present information to key decision makers for use in appropriate forums and during Congressional testimony
- Analyzed viability and drafted concept paper on UAV mission for the Reserve

### Lt Col Scott Cunningham

- Research on notification requirements resulted in lowering new start notifications to Congress to less than 40 from previous year's high of over 400—this is a major contribution to the efficiency of the entire Secretariat
- Solved the Upward Obligation Adjustment problem for F-15 Electronic System Test Set and arranged for funding to be released



### **Lt Col Brent Inman**

- Rewrote the Integrated Avionics PMD, the ALQ-131 PMD, and the Precision Location and Identification System PMD
- Proposed strategy that AQPS accept oversight responsibility and form an Integrating IPT to identify deficiencies in the field, facilitate information flow from test and development centers, and overhaul the R&M improvement system

### **Lt Col Eric Stoer**

- Missile program expert who prepared and presented briefings to NSA on Air Force Anti-Tamper initiatives
- Drafted Tri-Service solution to cruise missile defense and briefed OUSD A&T
- Briefed surface-launched AMRAAM to J-8 for possible Marine Corps utilization for air base defense

### **Maj Michael Bergman**

- PEM for the Joint Standoff Weapon, Sensor Fuzed Weapon, and the Wind Corrected Munitions Dispenser
- Composed TACAIR Modernization witness statement presented to the Senate Armed Services Committee by the Principal Deputy for Acquisition
- Resolved F-15 and F-16 reprogramming actions and a \$300M F-22 POM disconnect

### **Maj Susan Ferkau**

- Developed a common anomaly tracking database that is used by the AATC, Ogden Air Logistics Center, and all Air Force test sites

- Constructed relational database to process all Program Access Requests (PARs) for both the F-22 and JSF Programs and allow data sharing between the PEM and the SPO
- Project officer on the Cost of Delay Analysis effort, component of the larger AQ Cycle Time Reduction task

## **Highlights 1 JAN 00 – 30 SEP 00**

### **Lt Col Michael Bergman**

- Worked in the Directorate of Global Power Programs (SAF/AQP) as full time Program Element Monitor for Joint Standoff Weapon, Sensor Fuzed Weapon and Wind Corrected Munitions Dispenser
- Led Air Force and Navy effort to convince Congress to restore \$100M funding to the warfighter's only standoff, anti-armor weapon

### **Lt Col Scott Cunningham**

- Led AQ effort to release \$25M for Electronic Combat Test Sets needed for F-15 mission capability
- Dissected flawed OSD Comptroller claims of funds mismanagement and saved both F-15 and F-16 from serious cuts

### **Col Rick Gibbs**

- Conducted in-depth analysis of F-22 Avionics Integrator, Boeing, and provided key insights to AQ on chances for DAB success
- Liaison with F-22 CTF at Edwards presented a clear picture of aircraft performance during flight test, gave indications of status, and offered recommendations for schedule catch-up



# AQQ Global Reach

## Mission

AQQ is the Secretary of the Air Force (SECAF) office responsible for research, development, and acquisition of advanced systems and permanent modifications to mobility, special operations, and training systems. It articulates and defends acquisition programs with associated \$27 billion budget to HQ USAF, OSD, and Congress. Programs include mobility, tanker, trainer, and special operations aircraft.

### Number of Reservists and Mandays Utilized

Five (5) Reservists supported SAF/AQQ in FY99 using 566 mandays and performing 104 days of training support under IDTs and annual tours.

## Primary Accomplishments by AQQ IMAs

### Col Ben Sour, Senior IMA

- Resolved contentious C-5 Total Cost of Ownership issues to incentivise savings projected at \$1 billion

### Lt Col Brent Phillips

- Successfully advocated and gained congressional funding support for FY99 PB C-130J budget requirements
- Spearheaded development plans and coordinated EC-130J ORD and C-130J PMD

### Capt Dennis Berry

- Prepared plan to put Global Air Traffic Management (GATM) requirements into the existing mobility fleets within the given funding profiles

### Capt Randy Haas

- Spearheaded the Distributed Mission Training program beginning in FY99



- Provided new start congressional notification and staffer briefings slides to sell DMT to Congress
- AQQ Representative for Training Coordination Group (TCG) (Service Working Group Level) to “Accelerate Embedded Training/Advanced Simulation Technology”

## Highlights 1 JAN 00 – 30 SEP 00

### Col Ben Sour

- Responsible for a briefing presented to an international audience of over 300 senior officers entitled “Into the Airlift Future.” The briefing was presented in London, England by the Director of Global Reach, Maj Gen Bill Essex
- Instrumental in jumpstarting an initiative to revamp internal SAF/AQ processes as part of the strategic planning initiatives

### Lt Col Brent Phillips

- Represented SAF/AQQ in briefing Global Reach Modernization Initiatives at the Republican National Convention. Several thousand people visited the site to include civic leaders, Congress members, and constituents
- Instrumental in managing modernization and acquisition strategy efforts for the C-5 program, valued at \$8B dollars



# AQS Space & Nuclear Deterrence

## Mission

AQS directs the development, purchase, and life cycle support of the \$49 billion (FY98–05) space and nuclear deterrent program. It develops SECAF positions on satellites, launch vehicles, ICBMs, space infrastructure, and user equipment. It also coordinates and advocates Air Force space programs with other Services, OSD, the Joint Staff, and the White House and works with Congress and congressional committees to articulate program status, plans, and funding requirements.

### Number of Reservists and Mandays Utilized

Fourteen (14) Reservists supported SAF/AQS in FY99 using 138 mandays and performing 286 days of training support under IDTs and annual tours.

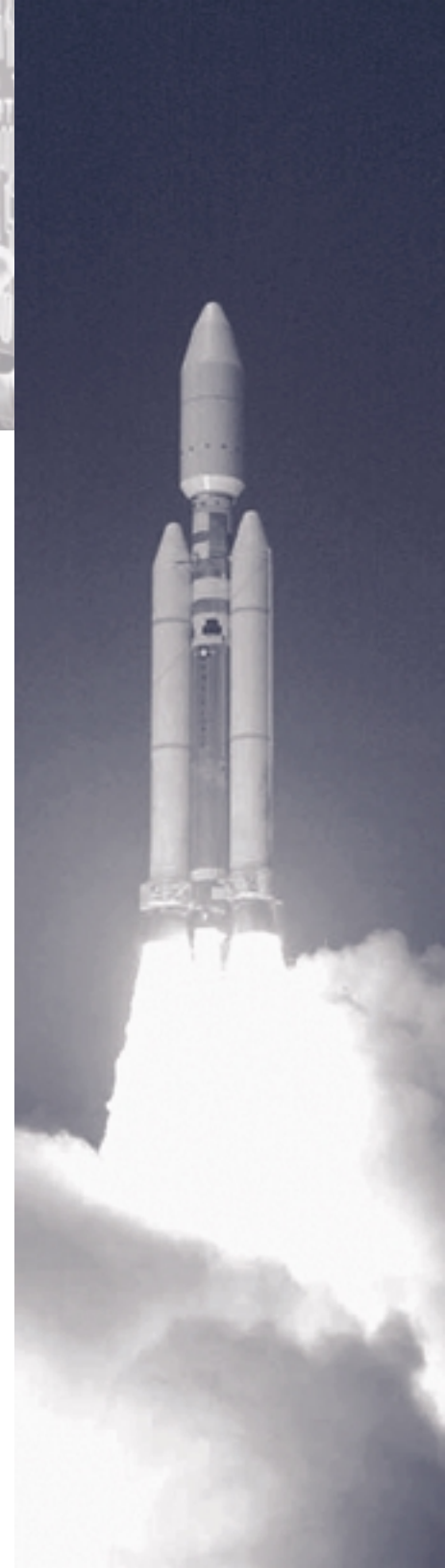
## Primary Accomplishments by AQS IMAs

### Col Mike Dudzik, Senior IMA

- Led a study group of 14 AQ Reservists on Insight/Oversight issue for space launch, focusing on both evolutionary and revolutionary improvements to identify government responsibilities under commercial space launch scenarios like the EELV

### Lt Col Jay Ruehrmund

- AQS representative to MIT Lean Aerospace Initiative, a consortium of industry, government, and MIT which has resulted in significant savings in the development and production of aerospace systems; spearheaded introduction of lean practices into acquisition of space systems





### **Lt Col Dave DiPietro**

- Justified value of other Service's space experiments to the Air Force, thus saving over \$65 million for space tests
- Conceived and implemented advocacy approach for EELV secondary payloads; authored comprehensive contract line item (CLIN) for EELV standard secondary payload

### **Maj Cindy Hart**

- Prepared and presented program briefings for the FY00 President's Budget (PB) regarding Spacetrack and NCMC-TW/AA Systems

### **Maj Julie Hogan**

- Authored first ever SBIRS congressional Procurement Document describing \$7 billion program—ensured congressmen and staff understood SBIRS program and funding requirements
- Articulated key points on complex SBIRS issues for OSD-led review—allowed senior Air Force representative to defend CINCSPACE's highest priority program

### **Maj Tom King**

- Led initiative within SAF/AQ to augment the Space Launch Squadrons with Reservists by the 2001–2003 timeframe through coordinating support from HQ USAF/RE and HQ AFSPC

### **Capt Jennifer Marrs**

- Prepared the Spacetrack brief for the OSD Budget Hearings in September—program content,

budget, schedule, program reviews, contractors, program issues

### **Capt Jan Niemiec**

- Assumed lead for coordinating Medium Launch Vehicles and Titan Program Management Directives (PMDs)

## **Highlights 1 JAN 00 – 30 SEP 00**

### **Capt Jennifer Marrs**

- Led a multi-office effort across HAF to provide direction for AF Space surveillance acquisition
- Authored the Space Surveillance Network section of the annual AF Handbook to Congress
- Co-led comprehensive assessment of space command and control requirements

### **Col Michael Dudzik**

- Selected to lead the FY 01 IMA annual colloquium for SAF/AQ





# AQC Contracting



## Mission

AQC plans, develops and implements Air Force-wide contracting policies and procedures. It is the senior contracting advisor to the Assistant Secretary of the Air Force for Acquisition. AQC manages approximately 8,500 Air Force military and civilian contracting personnel worldwide. It performs surveillance of MAJCOM/FOA/DRU contracting field activities worldwide and is the Competition Advocate General of the Air Force.

### Number of Reservists and Mandays Utilized

Twenty-four (24) Reservists supported SAF/AQC in FY99 using 1,604 mandays and performing 416 days of training support under IDTs and annual tours.

## Primary Accomplishments by AQC IMAs

### Col William Lawrence, Senior IMA

- Developed contracting policy related to major weapon systems acquisitions, logistics support, and operational support for the Air Force
- Led Reserve support for Air Force Contractor's Worldwide Conference

### Col Michael Konvalinka

- Re-engineered contracting end-to-end business process as part of SAF/AQC's 21<sup>st</sup> century initiatives
- Designed state-of-the-art web database capability for Air Force contract reporting—implemented new reporting process on the web—efficiency gains save thousands of work hours

### Lt Col Gray Coyner

- Air Force Reserve point of contact for contingency contracting, purchase cards, and construction contracting policies



### **Lt Col Timothy Shaughnessy**

- Directed reviews of 11 CONS (Bolling AFB) and 45 CONS (Patrick AFB), AFSPC's biggest squadrons (\$2B+)
- Action officer for AETC negotiation test procedures and agile contracting

### **Maj David J. Lynch, Jr.**

- Overhauled the Army's TRADOC contractor's Battlefield Operations Guide as liaison to Army acquisition community

### **Maj William Prince**

- Developed prototype Air Force contract reporting database system
- System contains over 50,000 Air Force contracting actions with a value over \$40B

### **Maj Kathy Wright**

- Designed overhaul of the SAF/AQC Electronic Commerce, Paperfree Internet Site

### **Capt James Denny**

- Led development of commercial pricing guide that will be used by all Air Force contracting organizations

## **Highlights 1 JAN 00 – 30 SEP 00**

### **Lt Col Alan J. Boykin**

- Primary support to DoD team chartered by Dr. Gansler (DUSD (AR)) to investigate ways to facilitate price-based acquisition efforts. The concept would be used as a tool to facilitate civil-military integration while providing the DoD better opportunities to support the warfighter without primary reliance on supplier cost data
- Review recommendations from the Defense Science Board (DSB) to potential changes to the DoD Profit Policy; consider specific application and impact to the weighted guideline procedures in DoD regulation
- In response to Sec 803 of the 1999 Strom Thurmond Defense Authorization Bill, the DoD must provide analyses of commercial price trends to Congress for three consecutive years, beginning 1 Apr 00. This report takes into account movement within the DoD from cost-based pricing strategies to price-based and the need to track significant price variances





# AQR Science, Technology & Engineering

## Mission

AQR is a selectively manned directorate responsible to AF Assistant Secretary for Acquisition. Directs, budgets, and advocates the \$1.4B/yr AF Science, Technology and Engineering (S,T&E) program. Develops technology guidance/budget policy for S,T&E and systems and software engineering, manufacturing, industrial base, quality assurance, standardization, and environmental policy for all AF weapon system acquisitions.

## Number of Reservists and Mandays Utilized

Twelve (12) Reservists supported SAF/AQR in FY99 using 452 mandays and performing 208 days of training support under IDTs and annual tours.

## Primary Accomplishments by AQR IMAs

### Col George Coyle, Senior IMA

- Led the SAF/AQ selection process for Air Force Advanced Concept Technology Demonstrations (ACTDs)
- Compact Environmental Anomaly Sensor (CEASE)
- Common Spectral MASINT Exploitation Capability (COSMEC)
- Personnel Recovery Mission Software (PRMS)
- Battle Damage Assessment in Joint Targeting Toolbox (BDA/JTT)
- Furthered the relationship of the Air Force battle labs and the leveraging of ACTDs in Warfighter Experiments





### **Lt Col Rob VanRite**

- Led reprogramming activities for F-22, B-1, and B-2 specific accomplishments including:
  - Sourced \$175.8M for Air Force Omnibus exercise—26 percent of the total bill
  - Sourced \$6M Recission Bill, with goal to minimize impact to AQP programs
  - \$276K for RDT&E tasking—minimized impact to on-going programs, took funds that were either excess or had minimal programmatic impact
  - Sourced \$3.292M Cruise Missile Mission Control Aircraft Bill

### **Major Mark Ahmadjian**

- Participated in three-week GLOBAL'98 War Game at the US Naval War College
- Articulated to the game director's staff the roles of weapon systems such as ABL, SBL, SBR, and HSI in a network-centric warfare/JV2010 world

### **Maj Brian Campbell**

- Led RSLP's Kodiak (Alaska) Launch Complex (KLC), Availability IPT
- Civilian expertise as a member of the FAA's Commercial Space Transportation Office was instrumental in ensuring the timely launch of the first missile from KLC in Nov 1998
- A timely launch (prior to Nov 1998) saved an additional \$500,000

## **Highlights 1 JAN 00 – 30 SEP 00**

### **Major Ernesto Gonzalez**

- Directed the updating and publication of the Air Force Guidelines for Software Acquisition and Management
- His leadership was instrumental in providing a streamlined, efficient tool for all Air Force Software professionals
- Represented the Air Force in OSD software initiatives, coordinated the development and implementation of software policies and provided oversight to software integration programs
- Enabled the Secretariat to continue providing efficient software guidance to Air Force programs and supporting the successful execution of programs that improve the capabilities of our weapon systems





# AQX Management Policy & Program Integration

## Mission

Directs planning and analysis of USAF Research, Development and Acquisition (RD&A) program. Integrates RD&A budget programming, formulation and execution. Develops weapon system acquisition policy including program direction and acquisition reform initiatives. Provides policy and oversight for effective use, training and management of acquisition personnel. Manages acquisition reporting systems.

### Number of Reservists and Mandays Utilized

Forty-five (45) Reservists supported SAF/AQX in FY99 using 4,989 mandays and performing 364 days of training support under IDTs and annual tours.

## Primary Accomplishments by AQR IMAs

### Col Fred Castle, Mobilization Assistant to Mr. Durante

- Led all SAF/AQ strategic planning: vision, mission, values and goals
- Directed “council of deputies” (active and Reserve colonels) to create the action plan, to make strategic planning operational in AQ
- Created market plan to bring AQ business practices up to commercial standards

### Col Mary Ann Seibel, Senior IMA

- The executive headhunter for AQ
- Built and led the 14-member Reserve team to perform Cost of Delay analysis on 12 Air Force Programs. Commercial methodology measures cost, schedule and performance tradeoffs
- Served on Senior Acquisition Panel to select top candidates for advanced training



- Identified Reserve manpower for Kosovo support including rapid response for Combat Mission Needs
- Created Reserve teams in Strategic Planning, and Contingency Operations

### **Lt Col Henry Dorton, Jr.**

- Serves at the top of the budget review team and personally identified in excess of \$30M in funding for realignment to pay high priority Air Force operational bills
- Member of the Team of the Quarter involved in Investment Budget Review and Reorganization of the Air Force Structure changing processes in AQ to influence the corporate structure
- Team Leader of Acquisition Reporting “Selected Acquisition Reports” (SARs). Team produced complete packages for all 24 reports within the aggressive OSD timetable. Air Force was the only Service to meet OSD reporting requirements.

### **Lt Col Jeff Tylec**

- Participated in the staffing of Rapid Response Process Combat Mission Needs Statement (MNS)—expedited modified weapons systems to USAF forces in the Kosovo operation
- Member of Cost of Delay Analysis—used a commercially available method to determine the relative impact of cost, schedule and performance tradeoffs on the value a company receives from a development project. Adopted by the Air Force and OSD

### **Maj Glenda Crook**

- Instrumental in improving justification of Research, Development, Test and Evaluation (RDT&E) budget justification documentation to the Office of the Secretary of Defense, Comptroller’s Office
- During the Kosovo conflict supported the USAFE Watch Center and was the officer in charge of 24 hours operation for a USAFE/IN unit support

### **Maj Dan Pendergast**

- Cornerstone for AQ Continuity of Operations Planning. Led team of 18 officers and enlisted members to accomplish SECDEF tasking; created concept of ops to assure essential functions remain intact during crisis

### **Capt Chris Szwed**

- Changed policies and business practices for initial spares allocation across AF. Reduced account risk/shortfall for FY99 by \$475 million
- Brought Initial Spares into the AF Corporate process for POM and Programming
- Nominated for the Under Secretary of Defense (Comptroller) Financial Management Awards Program in the Financial Management Initiative Award category

### **TSgt Jose Mercado**

- Managed professional acquisition training for all AF acquisition professionals
- Managed acquisition workforce personnel databases; established procedures to produce required workforce reports for OSD



- Maintained and updated workforce data on AQXD Web site (including improvements to data analysis and displays)
- Provided administrative support for the DSMC Advanced Program Manager Course (including class rosters and the annual selection board)
- POC for all administrative functions associated with the John J. Welch, Jr. Award for Excellence in Acquisition Management

### **SSgt Patricia Mitchell**

- Processed incoming and outgoing administrative correspondences for the directorate
- Developed and executed a plan to provide temporary mail service to three different locations for a four month period

## **Highlights 1 JAN 00 – 30 SEP 00**

### **Capt Steven C. Buetow**

- Completed SAF/AQ staff package for the purpose of honoring (32) Distinguished Graduates of the 2000 ICAF Class. Involved tracking follow-on assignments through AFPC and staff coordination for Dr. Delaney's signature on the memos
- Worked the FY2000 Central Salary Account Assignments for civilian employees (worked with AFSEMO to identify and determine funding priority of SAF/AQ assets in DLAMP and AF ERB positions). Obtained SAF/AQ's signature on package

### **Lt Col Jeff Tylec**

- Worked acquisition policy issues in support of the re-write of the DoD 5000 series
- Completed briefing on Acquisition Training including the PEM Course, DSMC Course, and AF System Acquisition Courses

### **Maj John R. Laney**

- Secretariat's budget review team lead for monitoring funding and execution of top AF acquisition programs; synthesized Air Force position for critical budget review—63 procurement and RDT&E programs; identified over \$223M in FY02 funds for realignment to higher Air Force priorities
- Prepared budget justification documentation in support of SecDef and Congressional testimony
- Handpicked by Federal Accounting Standards Advisory Board to issue government-wide requirements for cost reporting; provided testimony to Congressional representatives on findings and proposed requirements
- Guided AF Academy effort to develop accounting standards for acquisition and logistics program

### **Maj Bill Geiger**

- Supported/attended FY 00 Federally Funded Research and Development Center Annual Review
- Drafted FY 02 President's Budget Exhibit #15 Data call tasking letter for MAJCOM Advisory and Assistance Services contract obligations





### **Lt Col Daniel Pendergast**

- Developed the current Continuity of Operations Program (COOP) for SAF/AQ

### **Lt Col Thomas Mahoney**

- Completed response to Congress on savings associated with Acquisition Reform. Involved extensive Program Office coordination

### **Col Henry H. Dorton, Jr.**

- Served as the PEM for the Acquisition Stability Reserve Account (PE# 98612F). Led efforts to distribute \$2.1B across the FYDP and offset technical cost growth for critical acquisition programs
- AF lead for the Redefined Acquisition & Technology Workforce (RAWF), the defense-wide initiative to assimilate newly identified members of the A&TWF into the Acquisition Career Development Program; the effort involves over 8,100 personnel (military and civilian) and their associated training and certification requirements





# Tribute to Colonel Tom Phalen

Colonel Phalen is and was the catalyst for action and change—for real “acquisition reform”—from within the Air Force’s Pentagon officer corps. Tom created the SAF/AQ Reserve program and in doing so—for the past eight years—he increased the Reserve presence in the acquisition community of the Air Force over fourfold. He increased manning and mandays, brought critical technical skills and commercial experience to bear at crucial decision points, and integrated a vast network of dedicated thinkers and advisors across the country to focus on the warfighters needs and the best ways to acquire and field new systems. The result is both a legacy of affordable, fielded weapon systems for the Air Force and the Air Force Reserve; and a cadre of able, trained, experienced warfighters ready to plan, lead and execute the mission.

Colonel Phalen didn’t just “do the job.” As a leader and a team-builder and a creative thinker in a world that sorely needs all of those characteristics, Tom touched and influenced thousands of individual and complementary initiatives across

the Air Staff. He made things happen that were supposed to happen. A few examples should suffice. He used the cross-functional experience of the Reserve force to back-fill our active duty counterparts on a day-to-day basis. He managed the selection and placement of skilled personnel within major Air Force acquisition programs such as the F-22, the Distributed Mission Training Program, various space efforts, the C-130J program, and numerous others including the C-17, Theatre Battle Management and Unmanned Air Vehicles. He understood aircraft modification programs and the Air Logistics Centers and enabled cost savings, system efficiencies, and technology migration across platforms.

Tom also did a lot of things that were “above and beyond”—our Reserve motto. Colonel Phalen was the critical advocate and advisor in the development and funding of Reserve modification programs including Airlift Defensive Systems, Multi-Task Trainers, Precision Targeting Pods, Night Cockpit Conversions, Digital Terrain Systems, the Situational Awareness Data Link, enhanced





Electronic Combat systems, and Electronic Technical Orders. These programs directly enhance the ability of the Air Force Reserve to perform its mission for the Air Force and the nation. Under the “Phalen approach” to teamwork, Tom created the Total Force Innovation Group which has in turn debated each of the primary topics affecting the future of our aerospace force, and has produced numerous direct inputs to the Quadrennial Defense Review, the National Defense Panel, the Future Total Force Integrated Product Team (IPT), and the Expeditionary Air Force IPT. His constant faith in the wisdom and capability of subordinate officers has led hundreds to excel beyond their wildest expectations.

In retrospect, Colonel Phalen’s service to the Air Force and the Air Force Reserve provides a benchmark for all others. During a time of drastic change and critically scarce resources, Tom directly enhanced the ability of the Air Force and the Air Force Reserve to accomplish their mission for our great nation. He provided continuity to the Air Force acquisition program, saved tens of millions of dollars, contributed to enhanced combat capability, and brought focus to the mission priorities of our next generation of Air Force leaders.







